



Needles are among the medical waste collected by Stericycle.

CT docs join lawsuit frenzy against medical-waste giant

By Matt Pilon
mpilon@HartfordBusiness.com

Two West Hartford physicians have filed a class-action lawsuit accusing one of the country's largest medical-waste disposal service providers of illegally jacking up service fees.

But they aren't alone.

The April 28 complaint against Illinois-based Stericycle — filed by Drs. Murray Wellner and Harvey Hameroff — comes on the heels of at least 18 similar class-action suits that have been filed in multiple states against the \$8-billion public company over the past three years, according to court records.

Wellner and Hameroff's complaint, which seeks class-action status, estimates there could be thousands of Stericycle customers in Connecticut, including physicians, dentists, veterinarians, pharmacies and other businesses that generate medical waste, whose aggregate claims against the company exceed \$5 million.

At the heart of the Connecticut suit, and those that preceded it, is the contention that Stericycle's customer-service agreements were deceptive or misleading.

The contracts — several examples have been filed in federal court — list a flat monthly, quarterly or annual service fee on the front page. But further into the agreement, the fine print says Stericycle has the right to change pricing to account for specific scenarios, such as rising operational costs, or to comply with changes in law.

The lawsuits argue that Stericycle routinely

Continued on page 14



Donors can get their name adorning to UConn's new Hartford campus at the Hartford Times Building.

HBJ PHOTO | GREG BORDONARO

WHAT'S A Name Worth?

UConn seeks millions for Hartford campus naming rights

By Gregory Seay
gseay@HartfordBusiness.com

When UConn's downtown Hartford campus bows in 16 months, one deep-pocketed individual or corporate donor can take advantage of a rare fundraising opportunity and name its main courtyard. Donation: \$1 million.

Too steep? Well, for \$500,000 apiece, a few donors can label a new lecture hall, or, for \$300,000 less, a computer lab. For \$25,000 you can name any one of several reception areas, or a break room for \$15,000.



Michael Hurley, head of ROI Sports & Entertainment

In all, the UConn Foundation, the non-profit fundraising and support affiliate of the state's flagship university, has identified naming-rights' opportunities covering 39 rooms and spaces in exchange for donations ranging from \$15,000 to \$1 million — nearly \$7 million in all — at its 117,087-square-foot, \$115-million center-city campus. Currently under renovation and construction, the former Hartford Times building on Prospect Street will anchor the downtown campus set to formally open in time for the start of fall classes

Continued on page 16



FOCUS: BUSINESS OF SPORTS

Fighter's Resolve

Former insurance professional turned entrepreneur Kipp Kollar has built a multi-million-dollar business hosting grappling tournaments around the world.

PG. 8



Ice Cream Royalty

A third-generation ice cream manufacturer in Manchester has withstood the test of time, peddling frozen treats to customers as distant as China.

PG. 3

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For over 90 years, the Orfitelli family has owned and operated Royal Ice Cream in Manchester. Third-generation James Orfitelli runs the business today, but he's looking for a new buyer as his retirement looms.

Royal Ice Cream's cold treats have global appeal



Stan Simpson

By Stan Simpson

Michael Orfitelli Sr. migrated to Manchester from Italy in the 1920s at 16, knowing that hard work and ingenuity would be his formula for success in a new country.

After working at a dairy company for a few years, Orfitelli decided to go off on his own. In 1926, Royal Ice Cream, a small manufacturing plant on Warren Street, was launched. Orfitelli, who had no formal education, later developed a patent for a

spring-loaded pint-filler, owned several multi-family real estate properties and a prized 1952 Buick.

His business initially had about 30 delivery routes within a 10-mile radius of Hartford; convenience stores and mom-and-pop operations were primary customers.

Over 90 years, Royal Ice Cream evolved. Its range of ice cream novelties and specialties expanded, along with its customer base, which is national — there's even business in China.

One thing has not changed: An Orfitelli is still in charge.

James "Jim" Orfitelli — Michael's grandson — has been running things since 1987. The third-generation business these days generates sales of \$2 million a year making ice cream desserts, including sorbets, mud pies, cake rolls, tortoni and spumoni.

Michael Orfitelli's hard work and his six-day-a-week business kept his family comfortable for almost a century.

"His idea of a break was to go from making pop-sicles to working on his patio," said James Orfitelli, 63,

Continued ▶

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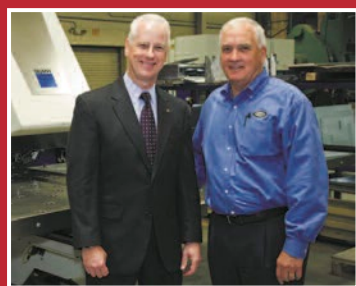
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A Royal Ice Cream employee places cookies on a large baking pan.

Royal Ice Cream

recalling what one of his grandfather's associates once told him. "He was a hard-working guy."

Wearing a hair net and a white smock jacket, James Orfitelli said a strong work ethic from his 12 fulltime and four part-time employees is what keeps the operation thriving—and it's something he too tries to model.

"I'm not just here in the office, putting orders on paper and barking them out through a window," Orfitelli said. "I work with them shoulder-to-shoulder every day. I bend down to pick up the trash out of the drain. I take the garbage out to the dumpster. They don't do anything that I wouldn't do, or haven't done already. I expect them to give me a good day's work and respect the fact that I'm working with them too."

A stint in refrigeration school as a young man was beneficial. When a freezer acts up or another piece of machinery is on the fritz, Orfitelli can fix it.

Back in the day, Royal focused on personal deliveries. As a teenager, James Orfitelli started in the business on the road. Today, Royal is all about manufacturing specialty products and dealing with distributors and food operations, such as Sysco, New England Ice Cream and Shamrock Foods. Trucks now come to the 20,000-square-foot plant to pick up pallets of ice cream for delivery to such places as New Orleans, Colorado, Arizona, New York and China.

Special ice cream sandwiches — 46,000 of them — were made for this year's Masters professional golf tournament in Augusta, Ga. Picture two sugar cookies sandwiching peach ice cream, with peaches in them.

Royal produces about 500,000 gallons of ice cream a year. It has two signature Italian-style delicacies:

- Tortoni — Rum-flavored ice cream, topped with toasted macaroon crunch and a red cherry, in a five-ounce cup.
- Spumoni — A four-ounce rum-flavored wedge of vanilla and chocolate ice cream with whip cream, pistachio ice cream, black and red cherries, raisins, roasted almonds.

Ice cream is one of those products in which there is almost universal appeal.



Benny Castillo and Cherish Lauren dip dessert treats in chocolate.

Few, though, realize the elaborate process involved — gallons of 14 percent butter fat mix pumped into flavor tanks and then sent to a whipping machine, before it is infused with just the right amount of air for taste quality.

"Everyone loves ice cream. I just love the business," Orfitelli said. "There's no greater feeling than when a production day starts and runs smoothly; the product is being packaged and everything is running well."

The company recently completed a deal with a New Orleans company to manufacture \$200,000 worth of ice cream chocolate cookie sandwiches — one with vanilla bean ice cream, the other with creole cream cheese.

Though he enjoys the business, Orfitelli concedes retirement is on the horizon — and no other family members are interested in taking over. Royal can be consuming. Orfitelli and his wife Cynthia raised their four children in a three-bedroom Cape on the same 3-acre parcel that is home to the business. For 38 years, Orfitelli has walked from home to work.

About \$500,000 of remodeling upgrades were completed eight years ago, including computer-driven compressors. For someone interested in owning an ice cream business, Orfitelli said, Royal provides a great opportunity.

"The potential for this business is off the charts because there aren't a whole lot of people doing this," he said. "And we have a good name in the industry."

Stan Simpson is the principal of Stan Simpson Enterprises LLC, a strategic communications consulting firm. He is also host of "The Stan Simpson Show" which airs Saturday, 5:30 a.m., on Fox CT — and online at www.fox61.com/stan.

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**CIRCULATION
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CT venture activity slows

Connecticut venture capital investment came to a screeching halt in the first quarter of 2016 with only six companies raising funds.

Venture capitalists injected \$9.6 million in Connecticut companies during the first quarter of 2016, down from \$57.6 million a year earlier.

Overall, six Connecticut companies received funding during the January-March period, compared to 13 a year earlier, according to the latest MoneyTree report, a joint effort of PricewaterhouseCoopers and the National Venture Capital Association (NVCA), using data from Thomson Reuters.

Nationally, total venture dollars deployed to startup companies for the quarter remained flat and total deal count was down 5 percent. A total of \$12 billion was invested in 1,021 deals.

The slow first-quarter deal activity was attributed to nontraditional investors scaling

back their investment activity and refocusing on their core businesses, said Bobby Franklin, president and CEO of the NVCA.

Meantime, Tom Ciccolella, U.S. venture capital market leader at PwC, said there is a continuing shift among investors to focus on relatively mature startups, making it harder for early-stage companies to attract investment. Nationally, the top 10 deals accounted for 25 percent of total dollars invested in the first quarter, up from 18 percent of total venture capital deployed during the fourth quarter.

Danbury specialty pharmaceutical company Perosphere Inc. scored Connecticut's biggest deal raising \$4.1 million from an undisclosed firm. Norwalk's Logicsource Inc. had the second biggest deal raising \$2 million — also from an undisclosed investor.

— Greg Bordonaro

CT Venture Deals (Q1 2016)

Company	City	Industry	Amount
Perosphere Inc.	Danbury	Biotechnology	\$4,089,000
Logicsource Inc.	Norwalk	Software	\$2,000,000
NXT-ID Inc.	Oxford	Software	\$2,000,000
One Medical Passport Inc.	Willington	Healthcare Services	\$1,500,000
CircleLink Health	Stamford	Software	\$50,000
Game Agency LLC	Stamford	IT Services	NA

SOURCE: PRICEWATERHOUSECOOPERS/NATIONAL VENTURE CAPITAL ASSOCIATION MONEYTREE REPORT, DATA: THOMSON REUTERS

Fewer jobless filings point to a healthy U.S. economy

Reading the tea leaves of key indices that track this nation's gross domestic product (GDP) — the total quarterly or annual output of its products and services — has never been easy, and is less so nowadays, according to a group of economists.

At the Connecticut Business & Industry Association's April 29 economic update forum at Southington's Aqua Turf, a trio of economists agreed that if any one indicator was worth tracking to get a clearer snapshot of the U.S. economy's health it is the weekly new filings for jobless benefits.

Filing a claim to collect benefits, including jobless pay and job-search counseling, is the first step for laid-off workers or those who lose jobs for reasons other than criminal acts against their employers or who are let go "for cause."

JPMorgan Chase Commercial Banking Managing Director and head economist

Jim Glassman said so many of the indicators that comprise GDP fall short of capturing all the necessary measurements of the economy's performance.



Jim Glassman, managing director/head economist, commercial banking, JPMorganChase & Co.

However, Glassman and fellow panelists Quinnipiac University economist Chris Ball and economist Ryan Sweet, of Moody's Analytics, generally agreed that tracking the ebb and flow of unemployed workers paints a more reliable picture of the economy.

They noted that lost among the hand-wringing over national and regional economic viability, and states' mounting fiscal woes, is that new U.S. jobless-claims filings in mid-April hit a 42-year low (247,000).

As for how the U.S. economy is tracking in the sixth year since the official end of the Great Recession, "We're still in the seventh inning of recovery," Glassman said, "... and we're looking at extra innings."

— Gregory Seay

CORRECTIONS & AMPLIFICATIONS

Aer Lingus will initially launch with daily service between Dublin, Ireland, and Bradley Airport, with the option to reduce to four days a week. Aer Lingus uses Airbus planes, not Boeing 737s, on its European short-haul routes.

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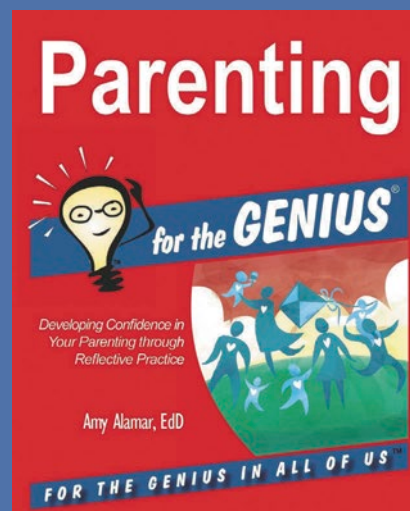
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BY THE NUMBERS

\$3B

The decline in quarterly earnings reported by the state's 50 largest taxpayers this spring, which resulted in a \$217 million hit to the state budget.

\$559.4M

The total shortfall in income tax receipts Connecticut has estimated for fiscal year 2016, which is 5.7 percent below the original budget plan.

20%

The percentage of jobs in Connecticut's workforce that are in the education and health-services sector.

6.61 cents

The per kilowatt hour standard service rate Eversource will charge Connecticut electric customers this summer, down from the current 9.56 cents rate, which will translate to \$21 in monthly savings for the average customer.

TOP 5 MOST READ

on HartfordBusiness.com

- Closed New Britain organic farm gets second life
- If it gets it way, Tesla promises major CT distribution center
- CT electric rates to drop in July
- Budget woes worsen as session deadline looms
- \$100M gap between governor, legislature

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Members of the state House of Representatives didn't get a chance to pass a budget before their May 4 deadline.

TOP STORY

Businesses likely to avoid new state tax hikes

Democratic House and Senate leaders and Gov. Dannel P. Malloy agreed last week on a fiscal 2017 budget that closes a \$960 million funding gap largely through spending cuts and no tax increases, but they failed to pass the budget before the end of their May 4 deadline.

Lawmakers will hold a special session to vote on the budget.

House and Senate Democrats said they delayed the vote to give lawmakers more time to study the budget hatched in the final 36 hours of the session. Malloy warned them not to use it as a tactic to avoid tough choices.

Democrats announced late May 3 that they reached a budget agreement with Malloy that includes \$830 million in cuts.

They also said the plan contains \$36 million in transfers from various funds, but no increases to taxes or fees.

Democrats also abandoned their proposal for tax-credit deferrals, a plan that would have allowed businesses to voluntarily pay increased taxes next year, with an increased benefit for tax credits two years later.

(Journal Inquirer contributed to this report)

ENERGY & UTILITIES

CT electric rates to drop in July

Standard service rates billed to businesses and residents by Connecticut's two electric utilities will drop several cents starting July 1.

Eversource rates will fall from 9.56 cents per kilowatt hour to 6.61 cents for the "summer-cycle" period, which runs from July to December. The utility, which has the largest territory in the state, charged 8.23 cents during the 2015 summer cycle. Eversource said in a statement that the newly approved rate is its lowest since 2004, and that it will translate to a decrease of \$21 in the average customer's monthly bill.

Meanwhile, United Illuminating, which is now owned by Avangrid, will charge 8.02 cents, down from 10.74 cents in the first half of this year and 9.12 cents in the 2015 summer cycle.

The approved rates are related to electricity generation — charges that comprise approximately 40 percent of an average customer's electricity bill, according to the Public Utilities Regulatory Authority.

M&A

Newington grocery supply co. to be acquired

New Hampshire-based C&S Wholesale Grocers has signed an agreement to acquire Newington's Davidson Specialty Foods. No financial details were released for the sale, which is expected to close in June.

Davidson Specialty Foods provides direct-store delivery services for over 6,000 specialty, kosher and ethnic products to independent and chain retailers across New England and the New York metropolitan area. Davidson is the largest specialty distributor in New England. Current owner-operators, Bob Rowe and Jim Rowe, will continue to manage the day-to-day operations.

C&S Wholesale Grocers, based in Keene, N.H., is the largest wholesale grocery supply company in the U.S. It services customers of all sizes, supplying approximately 6,500 independent supermarkets, chain stores, military bases and institutions with over 170,000 different products.

ECONOMY & LABOR

Report outlines changing face of CT employment

A new report issued by the state Department of Labor shows Connecticut has transitioned since the recession from its top job sector being trade, transportation and utilities to education and health services.

The education and health-services sector, which was the only industry to add jobs during the recession, now accounts for almost 1 in 5 Connecticut jobs, according to the April issue of The Connecticut Economic Digest.

While the trade, transportation and utilities sector is no longer No. 1, it's the

goods-producing sector that saw the largest drop in employment since 2008. Jobs in that sector accounted for 13 percent of the Connecticut labor force in 2015, down from 14.9 percent in 2008.

The report also showed Connecticut has regained 76.7 percent of the jobs it lost in the recession. The state is on par with Maine (79.5 percent) and Rhode Island (87.9 percent), but still has a way to go to reach the levels of New York (259.1 percent) and Massachusetts (245.6 percent).

HARTFORD

Hartford issues pink slips

Hartford Mayor Luke Bronin's administration issued approximately 40 layoff notices last week across multiple city departments, his spokesman confirmed.

The pink slips aren't much of a surprise, as Bronin's proposed budget for the fiscal year that begins July 1, which has not yet been approved by the city council, calls for 42 layoffs.

Combined with retirements and elimination of vacant positions, the total position cuts reach 96.

"Of the difficult decisions that need to be made to deal with our budget crisis, the toughest by far is the decision to eliminate a hardworking employee's job," Bronin said in a statement.

Bronin's spokesman Brett Broesder said the cuts would help close a \$10 million deficit this fiscal year and a \$48.5 million deficit projected for next year.

GOVERNMENT, POLITICS & LAW

New retirement program squeaks by in Senate

Legislation creating a state-run retirement-savings program serving nearly 600,000 private-sector workers in Connecticut squeaked through the state Senate and is on its way to the governor for action.

Lt. Gov. Nancy Wyman needed to break an 18-18 tie on the measure. The legislation, which aims to serve individuals who currently lack access to workplace-based retirement savings, had previously passed the House.

The bill creates a new quasi-public entity responsible for implementing a retirement-savings program through contracts with private-sector providers. The proposed program would not be mandatory for businesses that currently offer a 401(k) plan or other workplace-based savings option to its employees.

Bill tightens oversight on state biz incentives

On the last day of session, the state Senate approved stronger oversight of economic-development and job-creation programs. The bill, which previously passed the House, now goes to Gov. Dannel Malloy for action.

The legislation shifts the responsibility for preparing the three-year evaluation of the state's business recruitment and retention tax credits and abatements from the state Department of Economic and Community Development (DECD) to the Program Review and Investigation Committee.

The new law would also change the report's scope, and requires the appropriations and finance committees to hold one or more public hearings on the report. The changeover will happen in 2017.

BANKING & FINANCE

Bradley bond ratings improve

Climbing passenger traffic and expanded domestic and overseas air service at Connecticut's Bradley International Airport has gotten the attention of at least one national credit-rating agency.

The Connecticut Airport Authority (CAA) announced that Standard & Poor's Global Ratings boosted its ratings for Bradley's \$123 million outstanding issue of general airport revenue refunding bonds series 2011A and 2011B to A from A-.

S&P also lifted its underlying ratings on Bradley's \$31 million outstanding issue of special obligation parking revenue bonds to BBB- from BB, CAA Chair Mary Ellen Jones said in a statement. The outlook for both remains stable.

CAA Executive Director Kevin Dillon told the Hartford Business Journal both upgrades reflect the airport's overall fiscal health as well as positive trends underway at Bradley for growing passenger counts and air routes.

The airport's liquidity position, improvements in debt-service coverage, airline diversity, good origin and destination market area, diverse service area economy, and an increasing number of enplanements and positive trends all contributed to the credit upgrade, S&P said.





UConn students walk the school's West Hartford campus.

REAL ESTATE

W. Hfd. wins more time to decide on UConn campus

UConn says it has granted the town of West Hartford an extra 4 1/2 weeks to decide whether to match a Chinese organization's pending \$12.6 million offer to buy its campus-property in town.

UConn officials notified the town last week in a letter that West Hartford's previous, statutory May 14 deadline for exercising its "right of first refusal" to match the offer has been extended to Friday, June 17.

In March, China's Weiming Educational Group offered to pay \$12.6 million for the 58-acre campus bordered by Lawler Road, Trout Brook Drive and Asylum Avenue, and convert it to a private high school.

In the letter, UConn officials remind the town that time is of the essence for closing the sale, but also acknowledge the importance the property transfer would have on the town and so, they said, the school will allow more time for a decision.

AGRICULTURE

Closed New Britain organic farm gets new life

A New Britain organic farm that was shuttered last November has new life after a restaurant chain owner stepped up and purchased the property.

Urban Oaks, the nonprofit organic farm that provided fresh vegetables to inner-city residents for 16 years will be re-opening after Connecticut native and entrepreneur Al Gamble purchased the farm and property.

The 3 1/2-acre farm is being renamed Urth Farms, and will once again be a year-round local source of fresh, locally grown vegetables.

Gamble, owner and partner of b Restaurants (formerly known as Plan B Restaurants), has experience with the organic and natural food industry. Gamble said the farm will reinstate previous programs and services, as well as look to develop additional Community Supported Agriculture Programs, CSA trade for labor programs, and educational and volunteer programs.

PROFESSIONAL SERVICES

JCJ Architecture acquires Los Angeles firm

Hartford's JCJ Architecture has expanded to the West Coast with the acquisition of a Los Angeles firm.

JCJ said it acquired Los Angeles-based Randall/Baylon Architect Inc., a full-service planning, architecture and interior-design firm. The combination establishes JCJ's presence in Los Angeles and supports the firm's continued focus on expanding its design and management capabilities across the western United States.

No financial details were released.

JCJ recently announced it was relocating its Hartford headquarters to the Colt building.

WHAT'S AHEAD:

- 5/16 Focus: **Tourism**
- The List: **Largest Tourist Attractions**
- Nonprofit Profile: **Community Foundation of Greater New Britain**

CALENDAR

FRIDAY, MAY 20

2016 Safety & Health Conference

Top regional officials from the Occupational Safety and Health Administration will be briefing employers May 20 on the agency's most pressing initiatives and how Connecticut businesses will be impacted by its actions.

The all-day event sponsored by the Connecticut Business & Industry Association runs from 8:30 a.m. to 2:45 p.m. at the Radisson Hotel Cromwell, 100 Berlin Road.

Speakers will include:

- Kim Stille, regional administrator, Region 1, U.S. Department of Labor/Occupational Safety and Health Administration
- Warren G. Simpson, area director, Hartford office, U.S. Department of Labor/Occupational Safety and Health Administration
- Robert W. Kowalski, area director, Bridgeport office, U.S. Department of Labor/Occupational Safety and Health Administration.

Cost to attend ranges from \$196.75 to \$255.24.

For more information or to register go to: <http://www.cbia.com/>.

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HARTFORD BUSINESS JOURNAL

WOMEN + IN BUSINESS

2016

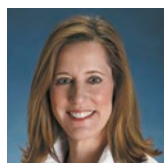
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THURSDAY,
May 12, 2016

11:00 A.M. - 1:45 P.M. • CT Convention Center, Hartford

This Spring, the Hartford Business Journal will recognize the achievements of 8 remarkable women who are making their mark in Greater Hartford. These women are senior-level executives, CEOs and/or entrepreneurs who have mastered their business. These are remarkable, noteworthy women who are admired in the business community.

#HBJWIB



Emcee:
Duby McDowell
President,
McDowell Jewett
Communications

Panel Discussion "Keys To Success"

Featuring:

Dr. Joanne Berger-Sweeney — President, Trinity College
Dr. Rhona Free — President, University of Saint Joseph
Manon Cox — President + CEO, Protein Sciences
Susan Tully — President + General Manager, NBC Connecticut

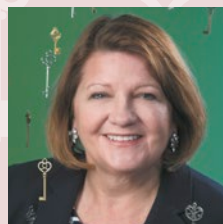
Moderated By:

Jill Adams — Principal & CEO, Adams + Knight

Have lunch with these remarkable women on May 12th!



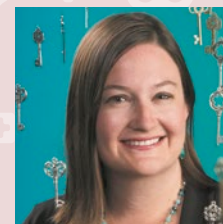
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Decker Creative Marketing



Maureen Cooper
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Vice President of
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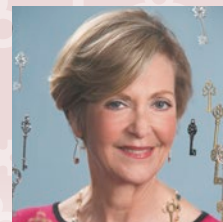
Amanda Mueller
Senior Vice President,
Cashman + Katz
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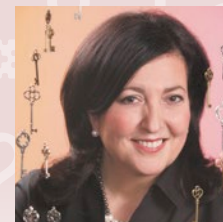
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Principal,
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Jill Rubin Hummel
President and
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PHOTO | CONTRIBUTED



The Marlborough-based North American Grappling Association hosts bouts around the world, attracting more than 1,000 competitors to single events. Unlike Ultimate Fighting Championship and MMA, there's no striking in grappling. Instead, contestants try to defeat their opponents using wrestling, judo, jiu-jitsu and other submission techniques.

HB PHOTO | JOHN STEARNS



Kipp Kollar stands in front of a bench press at his home gym in Marlborough, where he also runs the North American Grappling Association, which made \$3.8 million in revenues last year.

Fighter's Resolve

Entrepreneur launches global 'grappling' bouts from tiny CT suburb

By John Stearns
jstearns@HartfordBusiness.com

Kipp Kollar saw an opportunity with a new sport 21 years ago and seized upon it.

The former white-collar insurance professional turned entrepreneur founded the North American Grappling Association (NAGA), which is based out of his Marlborough home and posted nearly \$4 million in gross revenue last year, hosting wrestling-style events across the globe.

Grappling, which can include fighting techniques like freestyle and catch wrestling, Brazilian jiu-jitsu, judo, sambo and luta livre Brasileira, is a sport in which contestants try to get their opponents to submit or quit through holds or locks, without inflicting pain.

There is no striking in grappling — distinguishing it from more recognizable sports like Ultimate Fighting Championship (UFC) and MMA, which have garnered national media attention in recent years and whose fighters have reached celebrity status in same way other American professional sports athletes have achieved.

NAGA bills itself as promoting the largest submission grappling tournaments in the world. It held 60 tournaments last year across the U.S., and in France, Germany, the United Kingdom, Monaco and Brazil, or more than one per week-end on average.



At age 50, Kipp Kollar still competes in NAGA events.

One recent weekend in April, about 2,200 people competed in two NAGA events in Honolulu and Morristown, N.J., Kollar said.

"There isn't anybody that runs as many tournaments as us nationally and there certainly isn't anybody who runs them internationally except ... for [the International Brazilian Jiu-Jitsu Federation]," said Kollar.

NAGA is, by far, the largest grappling league, said Kirik Jenness, the official records keeper for mixed martial arts and owner of MMA.TV and Mixedmartialarts.com.

"If you look at the number of events per year, particularly over time ... that's when you get a sense of how truly dominant NAGA is," Jenness said.

Jenness said most people know about UFC and MMA.

"Grappling is that same sport, but you take out the punching and the kneeing and the

PHOTO | MEGHAN KEIL



NAGA events attract thousands of spectators.

North American Grappling Association

2015 gross revenue:
\$3.8 million

Year founded: 1995

Countries where 2016 events are being held:
U.S., Ireland, Brazil, England and Germany.

elbowing and the kicking, so that it becomes something everyone can do," said Jenness, who has refereed NAGA matches involving children as young as 4 and adults as old as 70.

Foot in the door

Kollar got his start in the business teaching taekwondo on the side in the early 1990s, while also working a white-collar job in insurance — initially, teaching insurance executives at his company's health facility.

He was eager to learn about Brazilian jiu-jitsu after taking a seminar from Rickson Gracie, the brother of Royce Gracie, of the Brazilian Gracie family famous for their martial-arts prowess. (Royce is in the UFC hall of fame and won the fighting league's inaugural 1993 championship, among other tournaments.)

Kollar recalls the seminar in which Rickson Gracie offered \$100,000 to anyone who could beat him.

"The first four [opponents] ... he just destroyed them with the grappling techniques, which I had

never seen before," Kollar said. After that, Kollar bought videos and attended future seminars.

"That's where it all started for me," said Kollar, who grew up in Trumbull and earned a business management degree with a focus on computer science from Bryant University in Rhode Island.

He added Brazilian jiu-jitsu grappling techniques to the kicks and punches he was already teaching in taekwondo.

He said his side gig started making so much money, he quit his insurance career.

He added grappling divisions to his karate tournaments and fighter interest began to blossom.

"The number of competitors doubled every time we did a tournament; it was catching on," he said. "Ten, 20 years ago, nobody knew what grappling was, nobody knew what mixed martial arts was."

He eventually quit teaching taekwondo and focused instead on teaching MMA and grappling, moving his school to Wesleyan University and getting more serious about the fighting.

Early success

In the beginning, Kollar started organizing some early MMA bouts in boxing rings before the octagon arena became the standard fighting venue, but as MMA exploded, he focused more on grappling. He fought a few MMA fights himself and, at a fit 50 years old, still teaches MMA in his home gym, working out religiously but no longer competing.

He teaches grappling there, too, since it's part of MMA and competes in grappling events. Kollar was scheduled to compete in NAGA's expert division in Rhode Island May 7.

Through NAGA, he still organizes MMA events at Mohegan Sun Arena, under the name Reality Fighting, but grappling is the largest piece of his business.

"The grappling is really where we make our money because we're not paying fighters to fight, they're paying us — it's an amateur sport," he said of entry fees that run about \$100.

Winners get medals, belts or samurai swords. NAGA offers divisions for all ages and skill levels.

Tournaments can attract more than 1,000 competitors. NAGA also makes money at the door from family and friends and other spectators, and from merchandise sales like T-shirts. The organization has an 18-wheeler and two smaller box trucks that travel the country hauling mats, merchandise and other equipment for the tournaments. One of the smaller trucks is dedicated to Reality Fighting equipment.

Robbie Brown, who owns Robbie B's barbershop in Colchester, has grappled in one NAGA event and fought in three of its Reality Fighting MMA events.

"They run a very good show, I mean people love Kipp, people love the organization, the

referees are all good, good people," Brown said of NAGA.

Brown said NAGA tournaments are the best grappling competitions around, allowing athletes to test their skills by competing in a live match.

Global expansion

NAGA has a staff of two in addition to Kollar, but contracts with several hundred referees, medics and others on event days. Its referees all meet certain professional requirements, including being purple belts or higher in jiu-jitsu.

"We were like the first grappling tournament to become professionalized, meaning everybody was trained, people did it on a regular basis, they didn't just do it once a year and that really kind of set us apart from our competition," Kollar said.

Kollar or one of his staff is at every event. He had just returned from a Honolulu tournament one recent April weekend and was preparing to leave the following Thursday for an event in Orlando, Fla.

Kollar wants to grow NAGA, which started as the New England Grappling Association before incorporating as the North American Grappling Association in 2000, when he expanded to other parts of the U.S. and Canada. While he's gone overseas, the NAGA name has stuck and is known internationally, he said.

There's more room for growth in Europe — NAGA plans an event in Ireland in September — and also in Brazil, where NAGA's held one event and plans another later this year. NAGA plans to expand to other South American countries and also to Asia, Kollar said.

"The whole world basically grapples, now it's just figuring out the logistics of running shows in those countries," he said. ■

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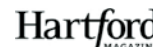
JA's 13th annual Partners in Achievement breakfast in Hartford is a celebration. During the breakfast program, which begins at 8:00 a.m., you will hear firsthand from children, educators and volunteers from local schools who have all experienced JA programs in the Hartford region. We promise you will be inspired!

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Please reserve your spot at JA's 13th annual Partners in Achievement breakfast by contacting Jeremy Race at **860-525-4510** ext. 225 or jrace@jaconn.org.



Partners in Achievement Breakfast

Toughest golf courses in Connecticut

(Ranked by slope)

Rank	Course	Tee	Slope/ Course rating	Total yardage	Type of course	Par	Head pro(s)	Architect(s)	Greens fees	Course record
1	Wee Burn Country Club (1) Darien 203-655-1477; www.weeburn.com	Black	146 75.3	7,132	Private	72	Samuel T. Wiley	Devereux Emmet	NA	65 (2)
2	Great River Golf Club Milford 203-876-8051; greatrivergolfclub.com	Black	146 74.6	7,060	Semi-private	72	Lori Dunn Lindsay Oppedisano	Tommy Fazio	\$120-\$140	NA
3	Connecticut Golf Club Easton 203-261-2544; www.ctgolfclub.com	Black	146 73.7	6,899	Private	72	J. Rodney Loesch	Geoffrey Cornish	NA	69
4	The Stanwich Club (1) Greenwich 203-869-0555; www.stanwich.com	Witch	145 76.6	7,445	Private	72	John M. Scali	William & David Gordon	\$85-\$95	66
5	Woodway Country Club Darien 203-322-2362; www.woodway.org	Black	142 73.7	6,901	Private	71	Michael T. Crawford	DND	NA	NA
6	Round Hill Club (1) Greenwich 203-869-2350; www.rhclub.org	Blue	140 73.3	6,740	Private	71	Tom Henderson	Walter Travis	\$80 (3)	63
7	Black Hall Club Old Lyme 860-434-5171; www.blackhallclub.com	Black	140 73.0	6,656	Private	71	Andrew Campbell	DND	NA	NA
8	Ellington Ridge Country Club Ellington 860-872-9133; www.ellingtonridge.org	Blue	139 73.8	6,936	Parkland	72	Tony Rowe	Geoffrey Cornish	\$50	65
9	Rolling Hills Country Club (1) Wilton 203-762-4600; www.rhcconline.com	Blue	139 73.1	6,737	Private	71	Ray Ford	Alfred Tull; Roger Rulewich (4)	\$80	64
10	Bull's Bridge Golf Club South Kent 860-927-7135; www.bullsbridgegolfclub.com	Gold	137 74.1	6,992	NA	72	Paul Ramee	Tom Fazio	NA	NA
11	Tamarack Country Club Greenwich 203-531-7300; www.tamarackcountryclub.com	Black	137 73.3	6,841	Private	70	Bobby Farrell	Charles H. Banks	NA	NA
12	Lake of Isles Golf Club - North North Stonington 888-475-3746; www.lakeofisles.com	Gold	137 73.2	6,757	Daily Fee Resort	72	Chris Thomas	Rees Jones	\$165	NA
13	Ridgewood Country Club (1) Danbury 203-743-4491; www.ridgewoodcc.com	Blue	137 73.1	6,758	Private	71	Bob Geambazi	Devereaux Emmet	Guest fee: \$85 cart fee: \$26	63
14	Lake of Isles Golf Club - South North Stonington 888-475-3746; www.lakeofisles.com	Hybrid	137 72.5	6,605	Private	72	Chris Thomas	Rees Jones	\$250	NA
15	Fox Hopyard Golf Club East Haddam 800-943-1903; www.golfthefox.com/ hopyard	Black	136 74.1	6,912	Semi-private	71	Ron Beck	Roger Rulewich	\$104	64
16	Laurel View Country Club (1) Hamden 203-287-2656; www.laurelviewcc.com	Black	136 74.0	6,491	Public	72	Edward Grant	Geoffrey Cornish	\$49-\$53	69
17	Country Club of Farmington Farmington 860-677-1681; www.farmingtoncountryclub.com	Blue	136 72.0	6,580	Private	71	Jeremy Vitkauskas	Devereaux Emmett	NA	64

Sources: Each club via survey. Notes: NA = Not available. Slope adjusts handicap to the difficulty of the course. The more difficult the course, the more strokes needed. Under slope, golfers no longer have a handicap, they have an index. An average course will have a slope rating of 113. The index is the mathematical calculation of the golfer's playing ability on an average course. Some courses have different rates for carts, seniors, twilight and residents. Call courses to verify rates. The following courses were contacted but either did not respond or declined to participate in this survey: Birchwood Country Club (Westport), Brooklawn Country Club (Fairfield), Club at River Oaks (Sherman), Highfield Club (Middlebury), Redding Country Club (West Redding), Richter Park Golf Course (Danbury), Silver Spring Country Club (Ridgefield) and The Hartford Golf Course (West Hartford).
(1) Did not respond to survey. Course ratings from United States Golf Association and other data from club website or 2015 survey submission.
(2) Pre-renovation record is 63.
(3) Guest fee for weekdays; \$100 guest fee for weekends.
(4) Originally built in 1916; Roger Rulewich redesigned in 2002.
—Compiled by Stephanie R. Meagher.

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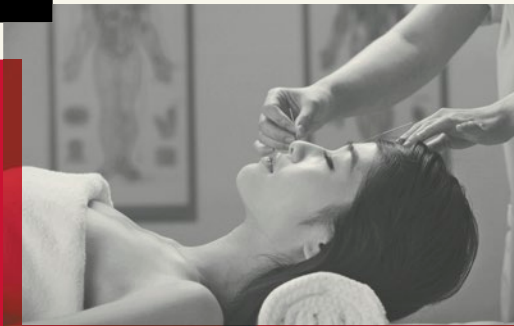
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Whole Foods has nine Connecticut locations, including two in West Hartford and one in Glastonbury.

Why Whole Foods CEO envies Trader Joe's

By Patrick Gillespie
CNNMoney

Whole Foods founder and co-CEO John Mackey really envies his rival Trader Joe's.

Not because Trader Joe's has many fans. Or because its Hawaiian shirt-wearing workers seem to have a lot of fun.

What he envies is that Trader Joe's is a private company.

"Companies have less incentive and motivation to go public," Mackey said during a panel discussion at the Milken Global Conference in Los Angeles. "I have great envy for some of my private competitors. Trader Joe's is a great example of a company that nobody knows anything about."

Whole Foods is listed on a stock exchange and has to release quarterly earnings and disclose a litany of information to the Securities & Exchange Commission.

Mackey says publicly-traded companies are "under this microscope all the time."

Whole Foods certainly has been under scrutiny. But the recent attention didn't have much to do with whether it was a public or private company.

Last June, Whole Foods came under fire for overstating the weight of pre-packed goods and "systemically overcharging" customers for them. Whole Foods was investigated by New York City's Department of Consumer Affairs. It came after Whole Foods had already paid a fine in California on allegations of overcharging customers there.

Whole Foods first apologized for the New

York pricing errors, saying they were unintentional. But it finally ended up paying a fine of \$500,000.

But regulation is just one hurdle for Whole Foods, which faces stiff competition from organic rivals like Trader Joe's and bigger supermarkets like Walmart and Costco.

In September, in an effort to lower prices, Whole Foods announced it would cut 1,500 jobs. That strategy has yet to bear fruit: A report in March by Deutsche Bank analyst Karen Short found that a basket of 77 products was 21 percent cheaper at Trader Joe's than Whole Foods.

Mackey and his co-CEO Walter Robb are determined to shake off the company's "Whole Paycheck" image.

All the bad publicity has hurt. Since the New York allegations in June, Whole Foods' stock is down 30 percent. In the first quarter this year, Whole Foods same-store sales declined 1.8 percent compared to a year ago and profits declined about 6 percent.

Still Mackey argues that the incentive to become a public company is dwindling fast: Why would big private companies like Uber and Trader Joe's want to open their books?

"They fly under the radar largely and Whole Foods never does," Mackey said. "Everybody sees what we're doing. We can't see what our competitors are doing if they're private."

Some agree. Blake Mycoskie, founder of Toms Shoes, spoke on the panel with Mackey and expressed little, if any, interest to take Toms public for now.

"I don't have a desire to rush to go public," Mycoskie said after listening to Mackey's grievances.

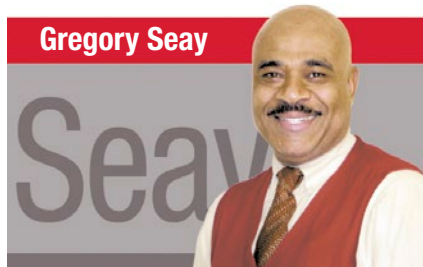
DEAL WATCH



151-167 John Downey Drive in New Britain.

\$1M industrial listing on N. Britain's John Downey Dr.

Gregory Seay



A 34,000-square-foot New Britain commercial/industrial building is for sale at \$1 million, brokers say.

The building and its 3 acres at 151-167 John Downey Drive offers all public utilities, ample parking and is easily accessible to Route 9, according to listing broker Reno Properties Group LLC.

Built in 1971, the facility also contains 14-foot ceilings and individual and shared rear loading docks.

According to Reno Properties, the building is currently broken up into five suites, ranging from 4,500 square feet up to 8,650 square feet. Of the suites, four are occupied. Two more, each with 4,500 square feet, are available.

The owner occupies one of the spaces totaling 7,750 square feet and would consider signing a 3-year lease extension, the listing broker said.

Pilot Air renews in East Granby



25-27 Kripes Road, East Granby.

Pilot Air Freight Corp. recently renewed its Airport Business Center lease in East Granby, brokers say.

The freight-forwarder has occupied 16,320 square feet at 25-27 Kripes Road since 2000, according to sole lease broker Sentry Commercial.

Airport Business Center (ABC) is a 64,800-square-foot, multi-tenant flex development whose owner is Airport Business Center III L.P.

Commercial Property Advisors is ABC's manager.

Brookdale Chatfield redo

West Hartford's Brookdale Chatfield senior-living facility has set a June opening date for its \$26.6 million renovation-expansion, and is accepting applications from new residents.



Rendering of a renovated/expanded Brookdale Chatfield in West Hartford.

The 75,000-square-foot expansion is creating 50 assisted-living apartments and 34 memory-care units for those living with Alzheimer's and dementia, said Rose Thomason, executive director of Brookdale Chatfield.

Located at 1 Chatfield Drive, next door to the Corbin's Corner Shopping Center, Brookdale Chatfield's 117 independent-living apartments are getting a renovated entrance and a new bistro.

Officials have previously said the expansion-makeover would add 40 new jobs at the facility.

Starting in May, Brookdale Chatfield is scheduling tours and booking move-in dates for August, Thomason said.

\$790K Meriden listing

A 29,000-square-foot mixed-use building in Meriden is on the market with a \$790,000 asking price.

According to listing broker Reno Properties Group LLC, the two-story brick-and-glass building on 0.6 acres is adjacent to the town's rail station and within walking distance of city hall, the post office and the police station, and has redevelopment potential.

Ex-Newington studio listed

A 3,000-square-foot former fitness studio is available in the McBride Plaza on the Berlin Turnpike in Newington, brokers say.

The space formerly housed Lady Fit Studio, according to listing broker Reno Properties Group LLC. Thus, it's fully equipped with hardwood-floored, mirrored studios; locker room; showers; laundry; massage; reception and office space.

The rent is \$12 per square foot, triple net, Reno said.

Deal Watch wants to hear from you. E-mail it, along with contact information to: gseay@HartfordBusiness.com. Gregory Seay is the Hartford Business Journal News Editor.

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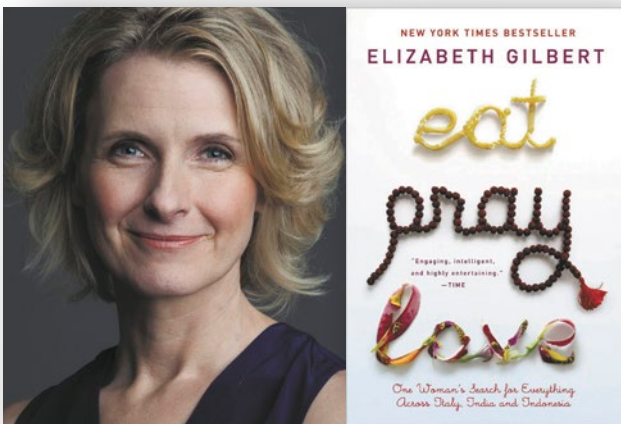
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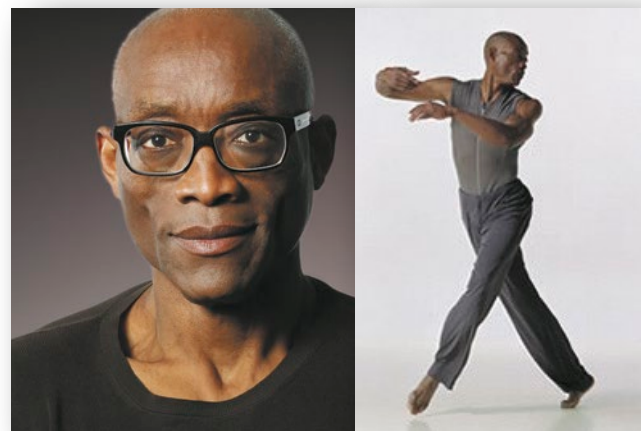
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Suits mount against Stericycle

charged automatic price increases as high as 18 percent, and that they were unrelated to rising costs or legal changes.

The two Connecticut doctors allege that Stericycle steadily increased their service fees, from \$181 in 2006 to \$1,581 last year. The suit claims the increases were part of "a systematic practice and policy that Stericycle regularly employs to generate revenues," and that wasn't disclosed to customers when they signed their agreements.

Their complaint said the alleged actions amount to breach of contract and violation of the Connecticut Unfair Trade Practices Act.

Stericycle claims more than 1 million customers and 25,000 employees around the world. More than half of its workforce is in the United States, including an unknown number at a Middletown location.

As of May 5, Stericycle had not yet filed a formal response to the complaint in court. The company did not return a call seeking comment for this story.

Lawsuits mounting

Wellner and Hameroff's civil suit is the latest in a growing number of similar billing-related lawsuits, known as "tag-along" or "follow-on" actions, that Stericycle faces.

The class actions began mounting in 2013 and a federal judicial panel has since consolidated 18 lawsuits from Stericycle's non-government customers in a dozen states under a federal court in Illinois, where the company is headquartered.

It's possible Wellner and Hameroff's complaint will join them. Three of the law firms representing the two doctors are involved in several of the 18 consolidated cases, the latest of which was filed April 8 in Alabama, according to court records.

Wellner declined comment and his and Hameroff's attorney didn't return calls for comment.

Hagens Berman Sobol Shapiro, the Seattle-based law firm appointed as lead counsel for the consolidated plaintiffs in Illinois, said the Connecticut case will "almost certainly" join the 18 others because it "asserts essentially identical claims."

Hagens Berman asked a judge in January to certify a nationwide class of plaintiffs. As of last week, that hadn't yet happened.

The class-action frenzy was sparked by public revelations in 2013 that numerous state governments were suing Stericycle over alleged improper price increases.

In January of that year, a judge unsealed a 2008 whistleblower lawsuit filed by a former

Stericycle employee, which contained the first publicly known allegations that Stericycle had improperly increased prices billed to government customers.

Thirteen states and Washington, D.C., joined the complaint in 2010, which eventually settled in 2015 for \$28.5 million. New York's attorney general settled separately for \$2.4 million.

Stericycle has said in U.S. Securities and Exchange Commission filings that the whistleblower settlement was not an admission of wrongdoing or liability, and that it settled the suit to "avoid the expense, burden and inherent risk and uncertainty of litigation."

Stericycle has denied the allegations made by the flurry of lawsuits that soon followed.

"We believe that we have operated in accordance with the terms of our customer contracts and that these complaints are without merit," Stericycle said in its 2015 annual report, filed with the SEC in March. "We will continue to vigorously defend ourselves against each of these lawsuits."

Stericycle said it couldn't estimate possible losses from ongoing lawsuits.

CT's Stericycle dealings

Two New England states — Massachusetts and Rhode Island — received a piece of last year's \$28.5 million whistleblower settlement, but Connecticut was not a party to the suit, although the

state has done business with Stericycle.

Since 2012, the state has paid the company approximately \$334,000 for hazardous-waste-

disposal services, mainly at correctional facilities and hospitals, according to data on the State Comptroller's website, opencheckbook.ct.gov. Stericycle also has an active four-year contract for disposal services with the state that runs through 2018, records show.

It wasn't immediately clear last week if the state had any contracts with Stericycle prior to June 2010, which is when more than a dozen states joined the whistleblower suit.

Attorney General George Jepsen was elected in late 2010, five months after other states joined the lawsuit. His spokeswoman Jaclyn Falkowski said last week that the office has no Stericycle-related complaints from state agencies on file from the past two years, which is the length of time the office keeps records not related to litigation.

She said Connecticut also didn't join the whistleblower suit because Stericycle's alleged conduct took place prior to the state legislature enacting

its own whistleblower law, known as the False Claims Act. In addition, until 2014, the act only applied to false Medicaid claims, she said.

Massive growth, antitrust concerns

Jepsen's predecessor, U.S. Sen. Richard

Blumenthal, tangled with Stericycle at least once, records show.

In 2002, when Stericycle announced it intended to buy medical-waste-disposal businesses from Georgia-based Scherer Healthcare, a competitor with a substantial New England customer base, then Attorney General Blumenthal expressed concern about the potential anticompetitive impacts of the deal.

Blumenthal negotiated a voluntary seven-year agreement that required Stericycle to notify his office in advance of further acquisitions of medical-waste businesses operating in the New England market.

Falkowski said the AG's office has no such notices on file.

Massachusetts was also involved in the acquisition settlement, requiring Stericycle to divest a medical-waste transfer station in the northeastern part of the state.

At the time, Stericycle had been operating in Connecticut for eight years.

Founded in 1989, the company bought Middletown-based Safe Way Disposal in 1994, two years before going public. Stericycle had \$16.1 million in sales that year. In 2015, the company reported \$2.99 billion in revenues.

That 187-fold growth is the result of 435 acquisitions over the company's history, including 230 in the U.S., according to SEC filings.

That market consolidation has drawn other antitrust concerns. The U.S. Department of Justice and New York's attorney general sued in 2011 to block Stericycle's acquisition of an Ohio-based competitor, which they argued would have given Stericycle 90 percent of the New York metro market for infectious-waste treatment.

The parties settled, with Stericycle agreeing to divest a transfer station in the Bronx.

The suit filed by the West Hartford doctors last month refers to Stericycle's market power.

"One of the consequences of Stericycle's rapid growth and dominance has been that its customers (and potential customers) have had little meaningful choice in selecting and negotiating arrangements with medical waste disposal companies and have been at the mercy of the terms of the agreements, no matter how oppressive and one-sided they may be," the complaint reads.

There are 17 biomedical-waste haulers licensed in Connecticut, according to a state list dated Nov. 2015. It's not clear how much market share Stericycle owns. ■



PHOTO | STEVEN REED - STOCKADBE.COM

Stericycle Snapshot:

Founded: 1989

Headquarters: Illinois

Business: Collecting, processing and disposing of regulated and specialized waste; confidential document destruction; consulting and compliance services

2015 revenue/net income: \$2.99 billion/\$256.9 million

Established presence in Middletown through 1994 acquisition of Safe Way Disposal, which was Stericycle's third acquisition

Went public in 1996

Began international operations in 1998

Total acquisitions from 1993 to Dec. 2015: 435 (230 in the U.S.)

Largest acquisition: In Oct. 2015, Stericycle bought Shred-it International of Ontario and Ohio for \$2.3 billion

Significant medical waste acquisition: In 1999, the company acquired Browning-Ferris Industries, previously the biggest medical-waste-services provider in the country, for \$410.5 million. Stericycle's revenues more than doubled the following year.

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Join us at a special evening as we celebrate the 2016 GreenCircle Sustainability Awards



Join **Connecticut's Department of Energy and Environmental Protection (DEEP)**, along with the **Hartford Business Journal** and the **Connecticut Green Guide**, this May for the **GreenCircle Sustainability Awards**. The awards event will recognize this year's GreenCircle Awards honorees, and be a celebration of sustainability, recognizing companies throughout Connecticut for their contributions and achievements.

2016 FINALISTS (In Alphabetical Order)

All American Waste, LLC

All Waste, Inc.

BD Medical Systems

BJ's Wholesale Club

Boehringer Ingelheim

Pharmaceuticals, Inc.

Brewer Pilots Point Marina

Brookfield YMCA Comprehensive

Energy Efficiency and Resilience

Upgrades

CED Greentech East

Chapman Manufacturing Company

Christopher Kueffner, Partner, The

Adventure Park at Storrs

Clean Energy and Sustainability

Task Force

Comcast Cable

Connecticut Farm Energy Program

- CT Resource Conservation &

Development Area, Inc.

Connecticut Green LEAF Schools

Connecticut Technical High School

System (CTHSS)

Coventry Energy Conservation

Alternative Energy Advisory

Committee

CT Department of Correction

CTfastrak, Connecticut's First Bus

Rapid Transit System

DaCruz Manufacturing, Inc (formerly

C&M Screw Machine Products, Inc.)

Domingo Medina

Eastern Connecticut State University:

Green Campus Committee

Eco-Smart, Inc.

ESPN Inc.

Ginger Chapman/Yale Office of

Sustainability

Goodwin College

Greenwich Academy

Hartford Marathon Foundation

Joel M Rinebold, Director of Energy

Initiative at Connecticut Center for

Advanced Technology, Inc (CCAT)

Joyce D. and Andrew J. Mandell

Greater Hartford Jewish Community

Center, Inc.

Kate Donnelly, Chair, Hampton

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Leticia Colon de Mejias and the

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Authority (MIRA)

Meriden Enterprise Center c/o 290

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Middletown Area Transit Bus

Maintenance and Storage Facility

New Haven Board of

Education(NHBOE)/AFB

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O&G Industries, Inc.

Oak Grove Montessori School

Pharmacia and Upjohn

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Saybrook Point Inn

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PROMOTION

Colleges in a revenue ‘arms race’



PHOTO | CONTRIBUTED

Joshua Newton,
CEO, UConn Foundation

Naming Rights at a Cost

Here's a breakdown of what it will cost companies or individuals for naming rights to various parts of UConn's new downtown Hartford campus, set to open in 2017. This list below only includes naming rights set at \$200,000 or above.

Main Courtyard:	\$1 million
South West Terrace:	\$750,000
Hartford Times Building Terrace:	\$500,000
Lecture Hall:	\$500,000
Classroom:	\$400,000
Café:	\$300,000
Bookstore/Retail/Display:	\$250,000
Computer Lab:	\$250,000
Front Street Entrance Lobby:	\$250,000
Executive Conference Room (large) 2nd Floor:	\$250,000
Hartford Times Building Portico:	\$250,000
Monumental Stair to Courtyard:	\$250,000
Executive Conference Room (medium) 2nd Floor:	\$200,000
Mezzanine Executive Conference Room:	\$200,000

SOURCE: UCONN

in September 2017.

Indeed, relocating its leafy West Hartford outpost into downtown Hartford will raise the visibility of UConn's central Connecticut satellite campus, offering the school a chance to cash in on its closer proximity to a number of deep-pocketed, philanthropic Connecticut corporations such as Aetna, The Hartford and Travelers.

"Certainly, any major move like this creates excitement," said Foundation CEO Joshua Newton, hired in 2014 with a \$1 billion endowment goal, "and we believe this particular move to downtown Hartford creates a unique opportunity for us to continue to partner with the corporate — and individual donor — communities for them to be a part of supporting our students and faculty at UConn."

Newton said UConn has granted — he abhors the verb "sold" — naming rights to other university assets, including the new hilltop patient wing at UConn Health in Farmington and a new baseball field in Storrs.

The aim, Newton said in an interview, is less about putting names on buildings and classrooms than raising the millions of dollars UConn needs annually to provide students with scholarships and curriculum. Such fundraising may take on added importance as the state's budget crisis threatens UConn's future funding.

The downtown-campus donor pricelist, which UConn's board of trustees reviewed and approved at their recent April board meeting, amounts to a "tool kit" that Newton says he and his fundraising team can rely on when they fan out this summer and fall conducting donor contacts with UConn alumni and corporate contributors.

"We're not going to get state dollars or tuition to support baseball or the downtown campus," he said. "But if we're going to support our students, then philanthropy will play a significant role."

Revenue arms race

Although sales of naming rights to

UConn Foundation Endowment Assets by Purpose

	University	UConn Health	Athletics	Totals
Scholarships	\$82.5M	\$5.7M	\$41.9M	\$130.1M
Faculty	\$53.5M	\$46.1M	-	\$99.4M
Programs	\$64M	\$34.2M	\$3.7M	\$101.9M
Totals	\$199.8M	\$86M	\$45.6M	\$331.4M

SOURCE: UCONN FOUNDATION

professional and college sports arenas are the norm, the appeal of naming classrooms and meeting halls and other on-campus spaces is growing, experts say. In West Hartford, only a handful of campus buildings or spaces are named for past UConn educators, said Michael Menard, who heads the campus. But one space, the Zachs Community Room, honors a Connecticut family and major UConn benefactor, Menard said.

In the past, UConn has also allowed companies to brandish their names on certain programs they supported, like the SS&C Technologies Financial Accelerator (named for the Windsor financial-software/services vendor) located in UConn's downtown Hartford graduate business school on Constitution Plaza.

Even so, naming rights are more likely at private colleges, experts add, because they aren't as encumbered as public universities because they are taxpayer supported.

Michael Hurley has devoted more than two decades as a naming-rights consultant to public and private arenas and corporations. After reviewing UConn's naming-rights price list for its downtown campus, Hurley said it resembles more of "a traditional gift opportunity."

In any event, Hurley said, that UConn has

compiled the list from which to identify and solicit potential donors speaks to the intensity of the underlying reasons why academic philanthropy is getting more attention from educators nowadays.

"UConn, through no fault of its own," said Hurley, head of ROI Sports & Entertainment in Raleigh, N.C., along with other American colleges "are all in an arms race in collegiate athletics and everyone is trying to keep up with the Joneses as it relates to their facilities and revenue."

Donor support

According to Newton, UConn annually submits to trustees for review and approval a list of various university spaces and endowed chairs and professorships that, for a price, can be sponsored by donors. This is done, he said, to satisfy legal guidelines tied to the marshaling and stewardship of public assets, such as UConn's buildings and other assets, which technically belong to taxpayers.

The UConn Foundation had \$482.4 million in assets at the end of fiscal 2015 and raised \$78 million in new gifts and commitments during that same fiscal year, down from \$81.3 million in fiscal 2014, according to the foundation's latest annual report.

UConn Foundation New Gifts and Commitments

Year	Money Raised
2015	\$78M
2014	\$81.1M
2013	\$63.3M
2012	\$60M
2011	\$50.6M

SOURCE: UCONN FOUNDATION

Having the naming-rights list isn't all about raising money that can be poured into student scholarships, educational and support programming, according to Larry McHugh, who chairs the UConn board of trustees. Some UConn realty assets, McHugh said, are open for tagging in honor of an individual or company that has supported the university in

other ways.

"I've always believed people who step up and support the university should be recognized for that commitment," said McHugh, who also is president of the Middlesex County Chamber of Commerce.

As with most opportunities that on the surface appear benign, positive even, there are risks to weigh, Hurley says. He cites as an example Minute Maid Park in Houston, Texas, home to the Astros, which once bore the logo of one of America's most infamous corporate bustouts — Enron.

"You want to be careful not to do everything to chase the money," Hurley said. "There are some companies ... that aren't as dignified or consistent with the mission a college institution has or wants to convey."

Moreover, he said, the ebb and flow of mergers and acquisitions could over time complicate the naming and renaming of college buildings or other public or private properties.

Newton acknowledges the risks, but doesn't see them interfering with UConn Foundation's fundraising mission.

"I'm an optimistic guy," Newton said. "From my perspective, it's a real opportunity to be a part of the [downtown] campus." ■

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Matt Furst



Tara M. Celani



Francesca Borges Gordon



Liana Garcia-Fresher



Michelle Hanlan



Steve Lemanski

Hoffmann Architects promotes two to senior architect

Hamden-based Hoffmann Architects has promoted **Erin L. Kesegi** and **Benjamin J. Robinson** to senior architects.

Kesegi, who joined Hoffmann 15 years ago, serves as a mentor to new staff members and oversees the technical staff orientation program. In addition, she was instrumental in systematizing the firm's design and drafting standards.

Robinson, who joined the firm 10 years ago, has become a resource for technical information and project guidance. Having launched the firm's training and resources committee, Robinson organizes professional development opportunities and educational seminars companywide.

Cardiology specialist joins St. Francis medical staff

Dr. Maria Theresa H. Santos has joined the medical staff at St. Francis Hospital and Medical Center as a cardiologist with Cottage Grove Cardiology in Bloomfield.

Santos, who received fellowship training in cardiology at UConn Health, is board certified in internal medicine, general cardiology, adult echocardiography, nuclear cardiology and vascular interpretation.

Liberty Homecare Options announces VP of marketing, business development

Liberty Homecare Options LLC of New Britain recently named **Sarah Dorsey Libero** as its new vice president of marketing and business development. Dorsey Libero will take the lead in strengthening Liberty Healthcare Options' current customer base and building new business relationships.

Dorsey Libero was previously with MedOptions Behavioral Health Services and has experience in sales, marketing and business development.

YMCA names director of association sales and membership engagement

Timothy Moore has joined the YMCA of Greater Hartford as director of association sales and member engagement. Moore will lead YMCA's efforts throughout the 56 towns it serves to create new community collaborations and ensure the Y's programs and services are available to all, regardless of ability to pay.

Prior to joining the Y, Moore specialized in the management of startup health and wellness facilities.

GoodWorks Insurance announces VP

Matt Furst has joined Glastonbury-based GoodWorks Insurance as a vice president. Furst will work with prospective and existing small and medium-sized business clients to analyze insurance needs and provide risk-management expertise.

Most recently, Furst was an account executive with Clark Insurance in Hartford, where he focused on commercial property and casualty accounts.

TD Bank names retail market manager for Greater Hartford region

TD Bank has promoted **Tara M. Celani** to vice president, retail market manager for the Greater Hartford region. Based in Hartford, she is responsible for overseeing business development, sales management and employee development at 18 TD Bank stores across the region.

Celani has 18 years of banking experience. She joined TD Bank in 1998 as a teller and progressed into various management positions, most recently as senior human-resources manager.

Hartford Foundation names new senior development, donor engagement officers

The Hartford Foundation announced the hiring of **Francesca Borges Gordon** and **Liana Garcia-Fresher** as senior officers in the foundation's development and donor engagement department.

Borges Gordon has worked in the corporate and nonprofit arenas. She most recently was an associate vice president at the Connecticut Children's Medical Center Foundation. She will be working in the donor-advised fund program and in major gifts cultivation.

Garcia-Fresher previously worked at the foundation in 2012-13, before relocating to Texas with her family. Having returned to Hartford, she will focus on cultivating and securing major gifts for the foundation. Her career has included leadership positions in Connecticut healthcare and nonprofit organizations, most recently serving as vice president of development for The Village for Families & Children.

Windsor Federal Savings names marketing officer

Windsor Federal Savings has promoted **Michelle Hanlan** to marketing officer, replacing Robin Stanwick, who is retiring after 27 years.

As marketing officer, Hanlan will develop short-term and long-term marketing and advertising strategies bankwide.

Hanlan joined the bank in Dec. 2005 in retail banking and went on to assume positions of increased responsibility.

Hooker & Holcombe adds to actuarial services unit

West Hartford consulting firm Hooker & Holcombe announced that **Steve Lemanski** has rejoined the firm as a consulting actuary in the actuarial services unit. His responsibilities include consulting on qualified and nonqualified defined-benefit and postretirement welfare plans, performing pension valuations, benefit calculations, cost estimates, etc.

Prior to rejoining Hooker & Holcombe, he was with Milliman, most recently as principal and consulting actuary, serving as lead actuary for a number of municipalities in Connecticut, Rhode Island and Massachusetts.

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FY 2015 SUMMARY

	2014	2015
Total Employees	61	64
Total Assets	\$11,422,631	\$11,815,385
Total Liabilities	\$448,344	\$526,931

REVENUES

Contributions & Grants	\$29,770,497	\$30,511,290
Program Service Revenue	\$880,237	\$837,819
Investment Income	\$97,972	\$77,903
Other	\$(62,633)	\$(55,888)
TOTAL	\$30,686,073	\$31,371,124

EXPENSES

Grants	\$24,498,282	\$24,730,106
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$3,184,666	\$3,450,611
Fundraising Fees	\$119,127	\$184,199
Other	\$2,736,192	\$2,703,152
TOTAL	\$30,538,267	\$31,068,068
MARGIN	\$147,806	\$303,056

TOP PAID EXECUTIVES (FY 2015)

	Base Salary	Total Compensation & Benefits
Gloria McAdam , President	\$143,625	\$163,856

SOURCE: GUIDESTAR IRS 990 TAX FORM



The Northeast Chapter of the **Dunkin' Donuts & Baskin-Robbins Community Foundation** has donated **\$10,000** to the **Boys & Girls Club of Bristol Family Center**, to support the Club's Triple Play Program. Triple Play challenges members to become healthy and active by learning new ways to eat nutritionally, manage stress, maintain physical fitness and form positive relationships with peers. Pictured (from left) are: J. Marvin Gibbs, II, regional manager of Gibbs' Enterprises LLC; Michael Suchopar, chief professional officer at the Bristol Boys and Girls Club; and Michael A. Ouimet, president of Ouimet Resources Inc.

The **Aetna Foundation** recently awarded **Lawyers for Children America Inc. (LFCA)** a **\$70,000** grant. The award will support LFCA's effort in Connecticut to obtain best outcomes for abused and neglected children by providing effective legal advocacy services. LFCA has served over 3,000 abused and neglected children in Connecticut.

Nine nonprofit organizations in Connecticut will receive **\$62,500** in funding from **Citizens Bank** as part of the Citizens Helping Citizens Manage Money financial literacy initiative.

Connecticut funding recipients include: Community Economic Development Fund Foundation Inc.; New Haven Home Ownership Center; Women's Business Development Council; Connecticut Association for Human Services; Urban League of Southern Connecticut; Junior Achievement of Southwest New England; Marrakech Inc.; Thames River Community Service Inc.; and United Way of Central and Northeastern Connecticut.

The **Connecticut History Society** received a competitive grant from **Connecticut Humanities** for nearly **\$25,000** to help fund its "Growing Up in Connecticut" exhibit. This grant enables the CHS to gather childhood memories and artifacts from Connecticut residents to create an exhibit, which will include personal stories, toys, photographs, clothes and other treasures.

People's United Community Foundation is partnering with **American Red Cross Connecticut's** Ready 365 Giving Program. As part of the partnership, People's United contributed **\$10,000** to the campaign. The contribution will help support American Red Cross emergency preparedness and response services in Connecticut.



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Virtus Investment Partners Inc. is a publicly owned investment manager that primarily provides its services to individual and institutional clients.

Top Executive: George R. Aylward Jr., CPA

FACT BOX

Industry: Asset Management

1Q 2016 Revenue: \$80.3M

1Q 2016 Net Income: \$11.9M

Quarterly Profit Change: (\$7.9M)

Cash: \$50.4M

Employees: 426

Competitors: Hartford Financial Services
Affiliated Managers Group
Fidelity Investments

TOP INSTITUTIONAL INVESTORS

Holder	Shares	% Stake
FMR LLC	799,631	9.68
The Vanguard Group Inc.	581,699	7.04
Huber Capital Management LLC	427,828	5.18



STOCK WATCH (as of noon May 5)

Ticker Symbol: VRTS	Stock Price: \$69.25	Market Cap: \$571.95M
52 Week Range Price: \$66.12–\$141.96	Outstanding Shares: 8.26M	

CORPORATE SUITE (2015)

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
George R. Aylward	President/CEO	\$550,000	\$0	\$2,250,000	\$3,600,000	\$6,413,704
Michael A. Angerthal	EVP/CFO	\$350,000	\$0	\$400,000	\$1,646,000	\$2,409,704
Barry M. Mandinach	EVP/Head of Distribution	\$400,000	\$0	\$799,951	\$1,555,000	\$2,780,540

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HARTFORD BUSINESS JOURNAL

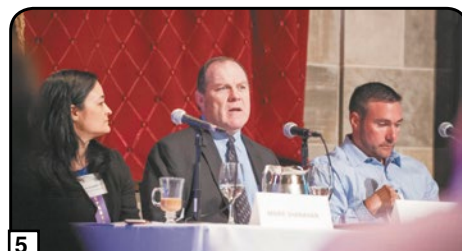
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1. Joe Zwiebel, Hartford Business Journal, introduces the program
2. Attendees network before the program begins
3. Paul Savas, Comcast Business, welcomes attendees to the event
4. Content included a panel discussion; and audience participation in a Q&A session
5. Panelists, from left: Marie Shanahan, University of Connecticut; Fred Howell, RSM US LLP and Chris Allen, iDevices
6. Attendees exchange information during networking

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EDITORIAL

Proactive businesses avoid tax hikes ... for now

It appears Connecticut businesses will avoid a tax increase in 2016, an unsurprising outcome from this year's legislative session, despite a nearly billion-dollar budget deficit forcing lawmakers to layoff thousands of state employees and make deep cuts to other services.

The looming November elections, in which all General Assembly seats will be up for grabs, clearly weighed heavily on policymakers' minds. Coming off the state's two largest-ever tax increases in 2011 and 2015, there was little appetite among even the most liberal legislative leaders to raise taxes again.

It's hardly a time, however, for the business community to breathe a sigh of relief or rest on its laurels. Budget deficits will still likely haunt the state for the next few years, and when the General Assembly convenes in January for their 2017 session, there will be no election hanging over their heads. Calls for raising taxes on businesses and the wealthy will likely reach a fever pitch, particularly in the wake of this year's budget cuts, which are still awaiting final approval in special session (this column went to press May 5).

If this session has taught us anything, it's that individual businesses must make their voices heard publicly if they want to significantly influence tax and spending policy in Hartford. It was, after all, last year's public outcry from the state's largest corporate citizens — General Electric, Aetna, Travelers, among others — over the prospects of \$700 million in new business taxes that set the anti-tax-increase tone for this year's legislative session.

GE's decision to move its corporate headquarters to Boston only inflamed that sentiment.

But come next legislative session, the sting of GE's departure will have begun to fade in lawmakers' memories.

In an era of fiscal uncertainty and turmoil, Connecticut companies can no longer simply rely on paid lobbyists to state their case for a fair, predictable and stable business climate. While it may go against conventional PR-wisdom, publicly voicing dissatisfaction with state-level tax policy may be the most effective way for companies to root out proposals that inhibit their growth and investment.

Tough choices, outcomes

To be clear, no one should be cheering about this year's legislative session. Avoiding tax hikes is a positive, but the significant cuts in state spending will be a drag on Connecticut's economy this year. Also, the state's paltry job growth in recent years (Connecticut only added 12,200 jobs in 2015, down significantly from an original estimate of 27,000) will make it harder for the thousands of laid-off state workers to find new jobs in the months ahead.

Indeed, in Connecticut's era of permanent fiscal crisis, there are few good options when it comes to tackling budgets that are structurally deficient. Meantime, the threat from ever-increasing pension and debt costs still looms largely over future budgets.

Relying on tax increases, however, to erase red ink has proven ineffective, both in balancing budgets and promoting strong and consistent economic growth. The state has still not recovered all the jobs it lost during the Great Recession, and many of the new positions we have added pay less than the ones they replaced.

A new report issued by The Business Council of Fairfield County Foundation showed another troubling sign: The state's population declines in recent years involved considerable losses of college-educated residents. The correlation, of course, is that fewer job opportunities lead to fewer highly-skilled people living in the state.

While lawmakers opposed tax hikes this legislative session, the threat of future tax increases is only a few months away. That provides little certainty to businesses. If we revert back to tax hikes in 2017, we will continue to erode our advantages over higher-cost states like New York and Massachusetts, and fall further behind lower-cost U.S. and international destinations. That's a recipe for continued economic regression. ■

OTHER VOICES

CT should adopt unicameral legislature

By Jim O'Neill

At the end of the movie Butch Cassidy and the Sundance Kid, the two are surrounded by the Bolivian Army, but once Sundance assures Butch that he had not seen a particular detective outside, Butch responds, "Oh Good. For a moment there, I thought we were in trouble."

Similar confidence to overcome adversity wasn't shared by state budget director Ben Barnes last year, when he said Connecticut has "entered into a period of permanent fiscal crisis."

Few situations are permanent and solutions will almost always fix them, so let's examine what can be done. Even that flood that made Noah a household name receded.

So where did our problems start? England!

British colonies were established under English law thus giving each state a House of Lords and a House of Commons, though by varying names. State governments kept the British model they were used to, and as a result, we have been living 400 years in the past when it comes to our own state government.

Do we need a House of Lords? Nay! We should rid ourselves of the unnecessary appendage we call the state Senate.

Unlike New York, California, Florida and Texas with large territories, large populations and diverse interests, Connecticut can be circumnavigated by car in less than a day. What impacts Putnam impacts Greenwich, so why do we need a check on the House of Representatives by a Senate cloaked in more secrecy than Yale's Skull & Bones?

With only the House of Representatives to negotiate with, the executive branch can present a budget and only have to get shaken down once rather than twice. Everybody will be able to see who voted for what, bringing long-desired accountability.

Since we are changing the state Constitution let us also reorganize how the House of Representatives can operate more efficiently, while providing much less stress for our part-time legislators.

First, reduce the number of committees from 27 to 17. Managing so many committee meetings and public hearings while keeping up with the bills is nearly impossible to do. Having legislators more focused will result in

better drafted and thought-out bills.

Require that the House adjourn at or before midnight unless allowed by a two-thirds affirmative vote. Nothing good happens with exhausted members.

Have them convene the session in January and submit bills to the non-partisan legislative attorneys for drafting. Recess until the beginning of April, unless sessions are required to confirm nominations or address emergencies.

By May, the bills will be fully drafted. The Office of Fiscal Analysis (OFA) should have a reasonably accurate measure of all bills' costs, rather than its all too often "potential cost" analysis. This is another reason the budget has been so out of balance in recent years. Legislators vote bills out of committee without knowing what impact they will have fiscally. In addition, the Office of Legislative Research (OLR) now provides little more than a summary of the bill. It should provide truly researched statements so that lawmakers and the public can fully understand the intent and impact of each bill.

Like all bureaucracies, OFA and OLR are terrified of saying anything that will irritate lawmakers. After all, they are funded by the legislature. But is it too much for OFA to mention in its analysis something like: "Nebraska tried this 10 years ago and the cost went from \$1,000 to \$500,000 in just five

years?" Maybe OLR could check and find out that specific treatments provided in the bill have not been effective elsewhere.

Allow the committees to hold public hearings in May and June and make whatever changes they deem necessary based on public input and committee discussions.

Then recess again. During this period have the non-partisan legislative attorneys adjust the bills as determined by the committees. They will also draft all amendments for final debate.

Reconvene in September to debate all the bills for final action. No last ditch surprise amendments would be allowed. They would not be needed because the bills would have been thoroughly read and understood.

Finally, change the state budget cycle to Oct. 1 through Sept. 30, so that it will be aligned with the federal budget. This makes it more accurate to determine federal reimbursements thereby allowing smarter budgeting.

Then in 400 years, if this hasn't helped, we can rethink the entire process again. ■

Jim O'Neill worked for the House Republicans from 1981 to 1986, serving as special assistant to Connecticut House Speaker R.E. Van-Norstrand. He was a legislative liaison for the executive branch for more than 25 years.

► Why do we need a check on the House of Representatives by a Senate cloaked in more secrecy than Yale's Skull & Bones?



Jim O'Neill

HARTFORDBUSINESS.COM POLL

Do you have confidence state lawmakers will avoid tax hikes in 2017?

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50% Yes

50% No



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Understanding the impact of cyber-attacks on your business

By Scott Garcia

Congratulations, your data has been held hostage. A criminal has hacked into your computer and taken control of your critical files. On your screen is a message, "For \$10,000, you can have your computer back."

Sound like a movie? Unfortunately, this happens every day to unsuspecting business owners and remarkably, this type of criminal act is one of the least costly hacks that can happen to your network compared to other more sophisticated and less detectable cyber-attacks.

In the previous scenario, the FBI advises that you pay the ransom as it will ultimately be less expensive than trying to crack the code. This is the hacker's intent. They figure the majority of businesses will pay the ransom rather than hire a forensics company to try to break the hacker's encryption. More times than not, the hacker will leave with the money; but how can you ensure that your computer is protected?

The truth is that you can't. We have reached a point in our society where we are too reliant on the Internet for conducting business and criminals are often one step ahead of the latest security measures.

Thinking that your organization would not be a target would be a false sense of security

as criminals are looking for all types of information and there is a good chance that your network has something they are interested in.

Hackers use various methods to steal private information such as personal identifiable information, client records, financial information, proprietary data, health records and more.



Scott Garcia

Malware may also be launched on your computer devices in order to spread their virus across your entire network and other networks.

Regrettably, criminals have become very knowledgeable in the way they leverage stolen information for financial gain and the effects of a breach can be so crippling that a single event can bankrupt an organization overnight.

To put this into context, a 2015 report from the Ponemon Institute found that on average a breached file will cost an organization \$217 per record. A small organization with 10,000 records would be on the hook for over \$2 million in order to recover from a single breach.

With these damages, it is not surprising that an AERIS Secure report found that approximately 60 percent of small businesses close within the first six months of a data breach. Larger organizations may be able to fair through the fall out, but their losses are often much more severe and damages extend beyond financial, impacting an organization's reputation and trust with its clients.

Having a solid understanding of the life cycle and vulnerability of data within an organization is a critical step to mitigating and understanding your exposure to a cyber-attack. Employees make up a significant exposure that most organizations may not think about as a cyber risk.

Human error or corruption makes up approximately 19 percent of a cyber exposure to an organization and while it may take the form of a rogue employee deleting or manipulating data, it is more often than not a result of an accidental release of information by an unsuspecting employee who opened a file they shouldn't have or clicked on a corrupted link.

So what is the best way to protect your organization from a devastating cyber-attack? The first step is to work with a specialist to do the following:

- Review contracts with all vendors
- Review your organization's data

information security policy

- Review incident-response plan and determine the response team
- Review your organization's social media policy
- Enforce strict computer-usage policies
- Review document-retention policies
- Audit security of the organization's protection of physical devices
- Conduct training on all security policies
- Require confidentiality agreements of employees, vendors and visitors

The next step is reviewing the remaining risk and choosing a proper cyber insurance policy to protect your organization. Choosing an appropriate cyber policy is critical, however, because cyber insurance policies vary dramatically from carrier to carrier.

Cyber breaches are only going to become more common and while it may be impossible to stop every criminal, it is possible to mitigate the effects of such an attack. Computers are the lifeblood of most organizations and business owners need to be proactive in protecting their company against cyber terrorism. ■

Scott Garcia is a professional services risk advisor at Smith Brothers Insurance SGArcia@smithbrothersusa.com.

BIZ BOOKS

A blueprint for company innovation initiatives

"The Three Box Solution — A Strategy for Leading Innovation" by Vijay Govindarajan (Harvard Business Review Press, \$32).

Reinventing your business and managing its current state are "two fundamentally different management challenges. Why? Tomorrow versus today inherently involves competition for resources (i.e. people, time and money) needed to do both jobs.

Also, the rewards of the future are question marks while financial results show the rewards of the present.

Govindarajan's three-box approach provides strategic focus to managing the versus: **Box 1** — Maximize core-business efficiency by emphasizing "smarter, faster and cheaper." At the same time, address near-term customer needs by introducing innovations that "extend the brand and/or improve product offerings." Doing both allows people to explore the how of creating "new." The exploration increases their comfort level with respect to making change happen, which promotes continuous improvement.

Box 2 — Take a hard look at how you do business and question its relevancy in terms of where the business should be headed. While it can involve pruning businesses, it must also



Jim Pawlak

look at processes, practices, attitudes, etc., that thwart change. Some tough calls will have to be made — but these free many of the resources you'll need to move forward.

Your answers should help identify paths to planned opportunism, which involves listening to divergent thinkers. "Champion their ideas and don't tolerate obstructionism."

Box 3 — Look for "weak signals that could transform your industry." These may involve changes in customer demographics, technology, distribution channels, potential competition and regulatory environment. Also look for clues in things that disrupted other industries. With this information in hand begin making small bets, which allow for testing assumptions while hedging risk.

Some bets will pay off financially; others

won't. Regardless of financial outcome, all bets provide if-then insight into making larger bets in the future.

Govindarajan drew his three boxes from Hindu philosophy, which believes that "creation-preservation-destruction is a continuous cycle without a beginning or an end." By keeping the cycle in mind, the process of constantly questioning what should be in each box becomes ingrained in an organization's culture.

• • •

"Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)" by Deepak Malhotra (Berrett-Koehler Publishers, \$27.95).

Most people believe negotiating pits one side against another. As adversaries, the parties try to win because winning provides a measuring stick for success. When deadlocked, no one wins and each blames the other for the impasse to save face.

Malhotra sees negotiation from a different perspective — the human-interaction view. It's the way people work as partners to resolve their differences relating to a common issue. The "we're partners" approach begins with properly framing the issue. "The frame that takes hold will

shape how negotiators make decisions, evaluate options and decide what is acceptable." The message: Control the initial frame and you'll control the process of the negotiation.

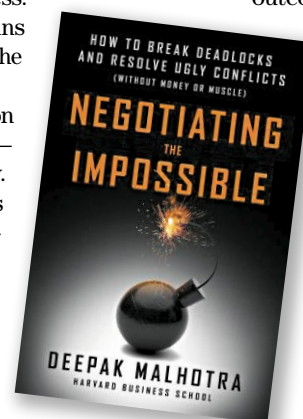
Framing requires both homework and adaptability. The homework involves educated guessing about what the other party wants to accomplish. The adaptability involves how to appeal to the other. There are multiple ways/combinations of ways to frame the issue including: financial, strategic, short term, long term and terms of previous deals. If the other party has read this book, reframing may be required to create the process and/or resolve sticking points.

The process should always focus on "forward momentum." What's that? It's "the deliberate, gradual process toward eliminating obstacles and creating the conditions that might eventually lead to a successful outcome." Note Malhotra's use of

"gradual"; he believes a low bar for progress on individual elements, while lengthening the process, leads to a high probability of achieving a "problem-solved" final agreement.

Key takeaway: "Remember — every problem wants to be solved." ■

Jim Pawlak is a nationally syndicated book reviewer.



OF NOTE

UConn professor to receive 2016 Connecticut Medal of Technology



Dr. Cato T. Laurencin

UConn professor **Dr. Cato T. Laurencin** has been named the 2016 recipient of the Connecticut Medal of Technology. Laurencin is currently chief executive officer of the Connecticut Institute for Clinical and Translational Science, where he leads the university's translational science research infrastructure. He will accept the award at the 41st annual meeting and dinner of the Connecticut Academy of Science and Engineering.

...

Hartford Business Improvement District Executive Director named to Fellowship



Jordan Polon

Jordan Polon, executive director of the Hartford Business Improvement District, has been selected for the 2016 International Downtown Association Emerging Leader Fellowship Program. Polon is one of 26 people to be chosen for this program out of a community of 4,500 place-management professionals.

The fellowship aims to broaden the understanding of urban-place management while connecting participants to industry thought leaders and top-credentialed educators.

...

Savings Institute Bank & Trust Honors IT Director



Jason White

Savings Institute Bank & Trust has awarded **Jason White**, vice president and director of information technology, with this year's President's Award. Each year the bank selects a team member who exemplifies the bank's core values and goes above and beyond in the performance of their job. White's work throughout the years on various projects has helped increase security and functionality for the bank as a whole.

...

Coldwell Banker Manager Recognized for Leadership

Rocco Sanzo, manager of the Coldwell Banker Residential Brokerage office in South Windsor, was named to the prestigious NRT President's Council. The President's Council recognizes the branch managers of the top 20 percent of approximately 790 offices nationwide within the NRT network who demonstrate exemplary leadership and management skills.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com.

CRIS Radio Has 6th Annual Dining & Dancing in the Dark Gala



CRIS Radio recently held its sixth annual Dining & Dancing in the Dark gala at the Bond Ballroom in Hartford. Nicole Nalepa, WFSB Channel 3 traffic reporter, was the winner of the dance competition earning her the CRIS Radio Mirror Ball Trophy. Also attending the gala was U.S. Senator Richard Blumenthal, who presented a citation to Arthur Murray Dance Studios, named CRIS Radio's 2016 Business of the Year, for donating approximately \$80,000 in dance lessons as part of CRIS Radio's annual gala for the past five years.

Harvard Pilgrim Health Care Foundation Hosts Community Spirit Awards



As part of its eighth annual Community Spirit Awards, The Harvard Pilgrim Health Care Foundation honored six individuals and organizations for their significant and sustained volunteer contributions to charitable organizations in their communities. The award recipients included: Sheila Leonard, volunteer of the year, Harvard Pilgrim Health Care; Jenna Sills, volunteer of the year, Harvard Pilgrim Health Care; Toni Russo, manager of the year, Harvard Pilgrim Health Care; Internal Audit, team of the year, Harvard Pilgrim Health Care; and Hands on Hartford as the community hero. Pictured (from left) are: Bobbi Schmidt, board member of Hands on Hartford; Barbara Shaw, executive director of Hands on Hartford; and Andrea Velazquez, program specialist for Harvard Pilgrim Health Care Foundation.

Aetna Helps Nonprofits Find Board Leadership



Aetna employees (shown above) recently partnered with Leadership Greater Hartford to provide board orientation and nonprofit board matching services to their employees. The training was followed by a nonprofit employee fair, where nonprofit organizations hosted information booths for company employees interested in being matched to serve on nonprofit boards.

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